

EMPLOYEE RETENTION ANALYSIS IN CONSTRUCTION INDUSTRY

JINISHA KP¹, SAFA CT², BASIMA PARVEEN TP³

Diploma Student, Department of Civil Engineering, SSM Polytechnic College, Tirur¹⁻²

Lecturer, Department of Civil Engineering, SSM Polytechnic College, Tirur³

1 INTRODUCTION

1.1 GENERAL

An organization is a set up where individuals come together and work in unison to achieve a common goal. Individuals working together in an organization to earn their bread and butter as well as make profits are called employees. Employees are the lifeline of an organization and contribute effectively to its successful running and profit making. An organization cannot survive if the employees are not serious about it and are more concerned about their personal interests. In this era of hyperactive environment, the formulation and implementation of traditional human resource management (HRM) strategies and practices are not enough to retain talented workforce. Employee retention is considered as the heart of organizational success. People have grown more demanding with respect to their jobs and duties. The basic aim of employee retention strategies and practices is twofold within the organizations. One is to reduce employee turnover and, second, to considerably reduce the associated expenses of hiring and training and orientation of the new employees.

1.2 EMPLOYEE RETENTION

Employee retention is a process in which the employees are encouraged to remain with the organization for the maximum period of time or until the completion of the project. Employee retention can also be considered as a business management term referring to efforts by employers to retain current employees in their workforce. The organization is completely at loss when the employees leave their job once they are fully trained. Employee retention takes into account the various measures taken so that an individual stays in an organization for the maximum period of time. Employee retention techniques go a long way in motivating the employees for them to enjoy their work and avoid changing jobs frequently. Besides, pay and financial incentives also work to increase employees' commitment, and satisfaction. To keep employees and keep satisfaction high, need to implement each of the three R of employee retention: respect, recognition, and rewards. *Respect* is esteem, special regard, or particular consideration given to people. Respect is the foundation of keeping employees. *Recognition* and *Rewards* will have little effect if you don't respect employees. Recognition is defined as "special notice or attention" and "the act of perceiving clearly." Many problems with retention and morale occur because management is not paying attention to people's needs and reactions. Rewards are the extra perks you offer beyond the basics of respect and Recognition that make it worth people's while to work hard, to care, to go beyond.

1.2.1 Need & Importance of Employee Retention

Hiring is not an easy process. Recruiting the right candidate is a time consuming process. An organization invests time and money in grooming an individual and makes him ready to work and understand the corporate culture: A new joiner is completely raw and the management really has to work hard to train him for his overall development. It is essential for the organization to retain the valuable employees showing potential: Every organization needs hardworking and talented employees who can really come out with something creative and different. No organization can survive if all the top performers quit. It is essential for the organization to retain those employees who really work hard and are indispensable for the system.

1.3 SCOPE OF STUDY

This will be helpful for the management to know their employees' mind set towards their job. The recommendation and suggestion of the study can also be applied to similar project. It will be helpful for the management to identify the needs of employees in order to retain them in the organization.

This study investigates the changes in employee's retention factors. This study benefits construction sector organizations by helping organizations and the executives to understand the role of various factors in employee retention, which, in turn, can affect their organizational performance and decrease employee retention.

1.4 OBJECTIVE OF STUDY

- i. To analyze the supportive relationship between employees and management.
- ii. To examine the level of motivation in the organization.
- iii. To measure the relationship between HR practices and employee retention.
- iv. To determine the workload of employees in the organization.
- v. To understand the various factors influencing the employee for retaining them.
- vi. To suggest and recommend some measures to improve employee retention strategies.

2 LITERATURE REVIEW

Various journals were referred in order to support my project and ensure the possibility of success of my research. All these referred journals outlined give an idea on the research work chosen. Following are some journals that I referred for my project purpose.

2.1 A STUDY ON RETENTION ANALYSIS OF EMPLOYEES WORKING IN INDIAN CONSTRUCTION INDUSTRY (Manikanth Kanapur, Vinod Kumar Deeravath)

Manikanth Kanapur et. al(2017) in the journal 'A Study on Retention Analysis of Employees Working in Indian Construction Industry' analyse retention parameters of employees working within construction industry to regulate migration probability. Totally four major construction companies with their works at Telangana (Hyderabad) and Sikkim (Chungthang) are referred for the research purpose. From the research analysis it is noticed that employees gave more priority to good salary package. It indicates that the salary offered by the construction organizations is not satisfactory. Least priority was given to provision of childcare and adult care facilities for an employee family. They developed migration score. This score clarifies retention plan of all the employees who have responded to stay within their respective organization. It is startling to note that the formula so developed for migration predicted that all the employees from whom questionnaire were collected are going to migrate. They suggested it as a severe problem and construction organizations must conceive to control migrate rate.

2.2 EMPLOYEE RETENTION STRATEGIES – AN EMPIRICAL RESEARCH (Dr. K. Balaji Mathimaran, Dr. A. Ananda Kumar)

Dr. K. Balaji Mathimaran & Prof. Dr. A. Ananda Kumar(2017) reviewed the various available literature and research work on employee retention and the factors affecting employee retention and job satisfaction among the employees. Based on the study the following suggestions are made the employees are not satisfied with recognition and performance appraisal provided by the organization. So, they should give some importance towards it. The organization must give proper remuneration to the employees in order to retain them for a long period of time. The employees are feeling over burden towards the workload. Thus, the organization should focus on their smooth workload to reduce the stress on the employees.

2.3 EMPLOYEE ENGAGEMENT & RETENTION: A REVIEW OF LITERATURE (Munish ,Rachna Agarwal)

Munish and Rachna Agarwal(2017) analyzed the critical factor which can affect the level of retention & engagement of employees with the help of literature review. The findings of the study like good training & development, compensation structures, autonomy, quality of work life, work policies and arrangements will lead the managers and management to a new dimension with holistic approach in the field of employee retention & engagement.

2.4 FACTORS AFFECTING PROFESSIONAL EMPLOYEE RETENTION (Sherif S. Afifl)

Sherif S. Afifl(1991) conducted a study to evaluate factors affecting retention of professional employees in firms practicing in civil geotechnical and environmental engineering. The study was based on a literature review and questionnaires completed by technical staff, senior managers, and human resources managers from sample firms across the United States. The study shows that the two most important variables influencing turnover are: (a) Opportunity and challenge; and (b) management attention to employees through feedback, interest in employee affairs, recognition of good work, delegation, and provision of opportunity to influence decisions and policies. Direct financial returns (salary and profit-sharing benefits), while important to employees, are of a lesser impact than the aforementioned two variables.

2.5 HUMAN RESOURCE MANAGEMENT PRACTICES AND EMPLOYEE RETENTION: A REVIEW OF LITERATURE (Shaheeb Abdul Azeez)

Human Resource Management Practices and Employee Retention: A Review of Literature by Shaheeb Abdul Azeez identify the relationship between HRM practices and employee retention based on the literature review.

2.6 MENTORING ON RETENTION OF EMPLOYEES IN THE CONSTRUCTION SECTOR: A LITERATURE REVIEW (Morena William Nkomo, Wellington Didibhuku Thwala.)

‘Mentoring on Retention of Employees in the Construction Sector: A Literature Review’(2016) by Morena William Nkomo and Wellington Didibhuku Thwala adopted a literature review method of data collection, with a special focus on mentoring. The data in the report was mainly qualitative, based on content analysis, and historical data. The study indicated knowledge transfer assists employees in improving their skill sets which increases their marketability and potential for them to pursue career opportunities. The authors conclude with an agenda that identifies where researchers need to go with mentoring research and HRD to better inform the practice of mentoring in organizations and understand how mentoring relationships benefit organizations.

2.7 ANALYSIS OF FACTORS AFFECTING EMPLOYEE SATISFACTION: A CASE STUDY FROM PAKISTAN (Lala Rukha, MuhammadAbbas Choudharya, SaddamAkberAbbasib)

Lala Rukh et. al(2014) research paper analyze various demographic, financial and non-financial factors affecting the satisfaction level of employees and to study the effects across different employee groups.. Employees who are older than 50 years, with greater experience, and in higher management positions were more satisfied with pay, promotion, work stress, work condition and working environment. The employees’ departments did not play any significant role in affecting satisfaction levels.

2 METHODOLOGY

3.1 GENERAL

The aim of this study is to identify, evaluate by ranking, the various factors effecting employee retention in the construction industry. Methodology selected for this research comprised of a questionnaire design, a questionnaire survey and interviews of the construction industry practitioners, and a statistical analysis of the survey data. Fig. 3.1 illustrates the methodology for the research.

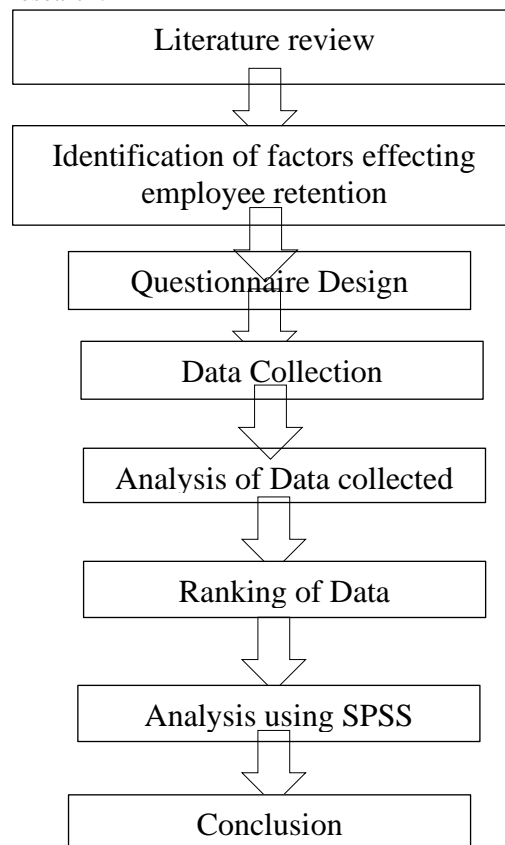


Figure. 3.1 Research methodology

3.2 FACTORS AFFECTING EMPLOYEE RETENTION

A questionnaire was developed involving the four factors identified from the above literature review viz. Job satisfaction factors (6 factors), Motivational factors (6 factors), Work culture factors (6 factors) and personal

satisfaction factors (6 factors). The questionnaire had one section with demographic details and another section with the analyzing factors. The data was collected from 50 employees, who were actively involved in the construction work of the companies. Factors for employee retention are given below:

Table 3.1. Factors of retention

Retention factors	
	Job satisfaction factors
F1	Feel comfortable with work load
F2	Received recognition or praise for doing good work
F3	Company provides employee rewards
F4	Salary and benefits
F5	Retirement plans
F6	Career development and opportunities
	Motivational factors
F7	Satisfied by nature of work?
F8	Flexible working hours
F9	Team relationship
F10	Job security
F11	Compensation and benefit
F12	Training and development
	Work culture factors
F13	Talent based assignments
F14	Flexible work structure
F15	Good work environment
F16	Even distribution of workload
F17	Good communication within the organization
F18	Proper training before allocation of any work
	personal satisfaction factors
F19	Provision of recreations
F20	Addressing grievances on time
F21	Good salary package
F22	Health and safety in the site
F23	Displaying employee achievements
F24	Provision of free medical treatment

i. Training and Development

Training and development are the formal activities undertaken by an organization to help employees acquire the skills and experience needed to perform current or future jobs. In general, training and development activities are designed to help employees continue to make positive contributions in the form of good performance by obtaining new knowledge, skills and abilities. Training and development has also been defined as the process by which individuals change their skills, knowledge, attitudes, and/or behavior while development refers to those learning opportunities designed to help employees grow and it is not primarily skill-oriented. It provides general knowledge and attitudes which will be helpful to employees in higher position. Training is related to the skills deemed necessary by the organization in order to achieve and improve the organization goals. From training, organization is expected to have a positive impact on employee retention.

ii. Career Development

It is a long term process that begins in early childhood and progresses through adulthood. Career development is a lifelong process of becoming aware of, exploring and experiencing factors that influence various aspects of a person's life. The knowledge, skills and attitudes that evolve through this path of discovery enable planning and decision making, not only about work exploration and related employment and vocational choices but also about personal

management and life/work skills. Career development is part of lifelong learning, in that personal and vocational skills constantly change and expand during a lifetime in response to career changes and are available when needed.

iii. Compensation and Benefits

Compensation is defined as the cumulative financial and non-financial rewards payable to employees in return for their services. The reason being is that compensation is important to influence individuals' choice to work with an organization. Many organizations not only use the compensation system to reward and recognize employees' efforts and contributions, but also as a motivation tool to improve employees' productivity through improving job performance, impeding the intention to leave and increasing career satisfaction.

iv. Performance Appraisal

Performance appraisal is a process used to identify measure, evaluate, improve, encourage and reward employees for their performance. Specifically, performance appraisal is a formal system used by an organization to periodically review and evaluate employees' performance. In other words, performance appraisal is the process of evaluating how well employees perform their tasks compared with a set of standards or organization's expectations. Performance appraisal is not only a useful tool to evaluate employees' job performance, but it can also be used to develop and motivate employees.

v. Employee Recognition

Employee Recognition is acknowledging performance of an individual employee. recognition of skills related to individual job accomplishments is an effective retention strategy for employee at any age. In addition, there are studies indicated positive impact on employees long stay in the organization by acknowledging individual work accomplishment related to the job and the organization.

3.3 QUESTIONNAIRE DESIGN

The questionnaire was design based on factors identified for the employee retention in construction industry. A questionnaire survey was developed to assess the review of the employees working in different designation to understand their level of satisfaction. The questionnaire is mainly based on Likert's scale of 5 ordinal measures from 1 to 5 according to the level of importance and performance. Each scale represents the following rating:

Table 3.2 Likert's scale

1 Strongly disagree	2 Disagree	3 Neutral	4 Agree	5 Strongly agree
------------------------	---------------	--------------	------------	---------------------

The Likert scale was named after its originator, Rensis Likert. The Likert Scale is an ordered, one- dimensional scale from which respondents choose one option that best aligns with their view. There are typically between four and seven options. Five is very common. All options usually have labels, although sometimes only a few are offered and the others are implied. A common form is an assertion, with which the person may agree or disagree to the varying degrees. In scoring, numbers are usually assigned to each option (such as 1 to 5). A benefit is that questions used are usually easy to understand and so lead to consistent answers. A disadvantage is that only a few options are offered, with which respondents may not fully agree. As with any other measurement, the options should be carefully selected from set of questions or statements that act together to give a useful and coherent picture. A problem can occur where people may become influenced by the way they have answered previous questions.

3.4 DATA COLLECTION

Questionnaire contributes to following parties of the project.. Data collection is the most critical part of the study since the accuracy of the data will determine the success or failure of the research. Data obtained through these questionnaires will be analysed accordingly using appropriate analysis techniques. Responses from questionnaires will then be compiled and analyzed. Data collected from different questions will be gathered to answer different objectives. Analysis is done using the statistical methods. The questionnaire survey was answered by 50 employees from construction industry.

3.5 DATA ANALYSIS

The data collected from survey was subjected to the descriptive Statistical analysis to rank the problems and correlation analysis was used in order to test the relationship between the factors effecting employee retention in construction industry. The analysis is done by using SPSS software.

4 RESULTS

4.1 DATA ANALYSIS

The demographic result obtained from the survey is tabulated below. It is observed that out of 50 respondents 40 are males and majority are in the age group 20 to 30.

Table 4.1. Demographic details of respondents

Characteristics		Frequency
Gender	Male	40
	Female	10
Age	20- <30	29
	30 - <40	14
	40 - <50	5
	50 - <60	2
	60 and above	0
Designation	Manager	4
	Engineer	29
	Supervisor	4
	Others	13
Will you migrate?	Yes	8
	No	24
	Maybe	18
Period- working for this company	<1 year	20
	1- <5 year	17
	5 - <10 year	7
	> 10 years	6

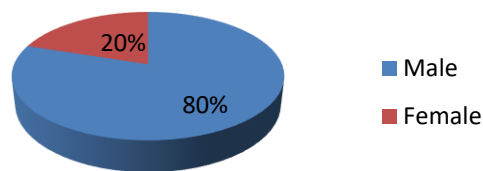


Figure 4.1 Gender

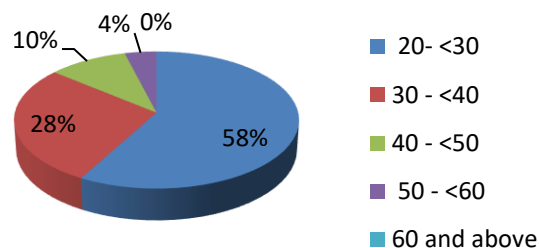


Figure 4.2 Age

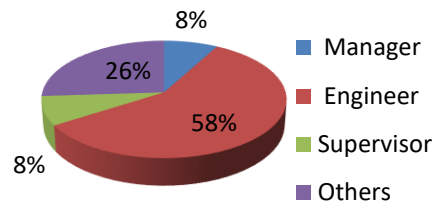


Figure 4.3 Designation

The pie chart above shows the designation of the respondents. 58% of the respondents were engineers whereas managers and supervisors were 8%.

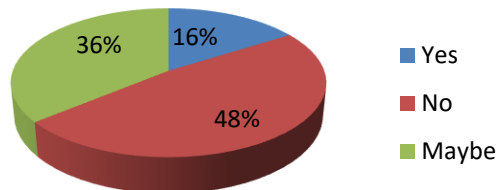


Figure 4.4 Will you migrate?

Out of 50 respondents 48% said No to the question will you migrate or not. It shows that they are satisfied by the current position and job. Whereas 16% responded yes and 36% maybe showing that they are not comfortable with the job and they may migrate if a better opportunity is obtained.

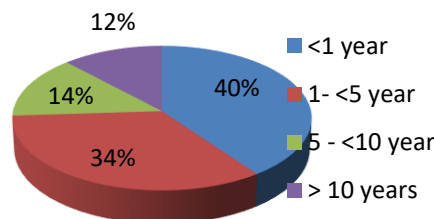


Figure 4.5 Experience

The above chart shows the period for which the respondent is working in the current company. It shows the retention level and the efficiency of the human resource management in the current company which keeps the employee for long period. Only 12% of the respondents are having working experience in the current company more than 10 years.

4.2 RELATIVE IMPORTANCE INDEX

Relative importance index was used to determine the relative significance and ranking of the problems faced by small scale construction contractors.

$$RII = \frac{\sum W}{(A * N)}$$

Where,

W- Weighting given to each factor by the respondents (ranging from 1 to 5)

A- The highest weight (i.e. 5 in this case)

N- The total number of respondents (50)

The RII ranges from 0 to 1, higher the value of RII more important the factor is. These rankings make it possible to compare the relative importance of the factors. If the index value is less, it indicates slighter importance and more index value symbolizes massed importance. From frequency analysis minimum and maximum points on likert scale is obtained and is represented in table 4.2.

Table 4.2 Relative importance index

SI No.	Retention factors	SCALE POINTS					N	RII	Ranking by category	Overall Ranking
		1	2	3	4	5				
I.										
	F1	0	6	13	28	3	50	0.712	1	4
	F2	0	9	15	21	5	50	0.688	3	8
	F3	2	10	13	22	3	50	0.656	5	16
	F4	2	5	15	23	5	50	0.696	2	7
	F5	4	7	20	10	9	50	0.652	6	17
	F6	0	15	8	22	5	50	0.668	4	13
II.										
	F7	1	5	18	25	1	50	0.680	3	10
	F8	1	11	18	12	8	50	0.660	5	15
	F9	1	5	15	25	4	50	0.704	2	6
	F10	2	11	22	9	6	50	0.624	6	19
	F11	2	6	9	24	9	50	0.728	1	2
	F12	3	5	21	15	6	50	0.664	4	14
III.										
	F13	2	9	17	18	4	50	0.652	5	17
	F14	1	7	23	9	10	50	0.680	4	10
	F15	0	6	10	27	7	50	0.740	1	1
	F16	4	10	15	18	3	50	0.624	6	19
	F17	1	7	20	14	8	50	0.684	3	9
	F18	0	8	18	11	13	50	0.716	2	3
IV.										
	F19	2	6	24	14	4	50	0.648	6	18
	F20	0	11	18	14	7	50	0.668	4	13
	F21	4	6	19	9	12	50	0.676	2	11
	F22	3	6	14	15	12	50	0.708	1	5
	F23	2	6	21	16	5	50	0.664	5	8
	F24	5	4	11	28	2	50	0.672	3	12

The first section is job satisfaction factor and the ranking is high for F1(Feel comfortable with work load) whereas in the second section of motivational factors F11(Compensation and benefits) is ranked high. In the work culture factors and personal satisfaction factors, F15(Good work environment) and F22(health and safety in the site) are ranked high respectively. Considering the 24 factors F15 (Good work environment) is ranked high and F19 (provision for recreation) is ranked low.

Table 4.3 Relative importance index- grouping

Job satisfaction factors		Motivational factors		Work culture factors		personal satisfaction factors	
Factors	RII	Factors	RII	Factors	RII	Factors	RII
F1	0.712	F7	0.680	F13	0.652	F19	0.648
F2	0.688	F8	0.660	F14	0.680	F20	0.668
F3	0.656	F9	0.704	F15	0.740	F21	0.676

F4	0.696	F10	0.624	F16	0.624	F22	0.708
F5	0.652	F11	0.728	F17	0.684	F23	0.664
F6	0.668	F12	0.664	F18	0.716	F24	0.672
AVG	0.679	AVG	0.677	AVG	0.683	AVG	0.673

The average RII of the four sections are tabulated in table 4.3. Average value fetched for job satisfaction factor is .679 , for motivational factors is .677, work culture factors is .683 and personal satisfaction factor is .673. It is clear that there is only small difference between the averages. Since this fraction is very small, it emphasizes seriousness of all the groups considered for the analysis.

4.3 CORRELATION ANALYSIS

Pearson correlation analysis is done for independent variables and dependent variables. Here personal parameters of employees are considered as independent variables e.g. designation, gender, experience, age, and period working for this company is a dependent variable. Main prospect of the correlation analysis is to correlate significance between two variables. Using this concept a correlation matrix is developed which is shown in table 4.4.

Correlation value varies from -1 to +1. Zero value indicates no correlation between variables. Positive correlation indicates tandem movement of two variables while negative correlation indicates retrograde movement of one variable over other. A correlation of 0.217 is espied for experience and designation. This value is small but positive. It indicates parallel one way movement of designation and experience. Age and designation gives a negative correlation of 0.133. This value is too small to be considered for developing any relationship. It indicates opposite movement of designation over the age. This correlation is given priority compared to the previous one due to its statistical value. Age of the employees gives negative correlation when it is compared with designation, migrate. It gives a strong positive correlation of 0.936 when it is compared with experience. It clearly indicates increase in experience with age.

Table 4.4 Correlation Matrix

Correlations						
		Gender	Age	Designation	Migrate	Experience
Gender	Pearson Correlation	1	1.000**	-1.000**	-1.000**	1.000**
	Sig. (2-tailed)	
	N	2	2	2	2	2
Age	Pearson Correlation	1.000**	1	-.133	-.724	.936
	Sig. (2-tailed)	.		.867	.484	.064
	N	2	5	4	3	4
Designation	Pearson Correlation	-1.000**	-.133	1	.786	.217
	Sig. (2-tailed)	.	.867		.425	.783
	N	2	4	4	3	4
Migrate	Pearson Correlation	-1.000**	-.724	.786	1	-.357
	Sig. (2-tailed)	.	.484	.425		.767
	N	2	3	3	3	3
Experience	Pearson Correlation	1.000**	.936	.217	-.357	1
	Sig. (2-tailed)	.	.064	.783	.767	
	N	2	4	4	3	4

** . Correlation is significant at the 0.01 level (2-tailed).

Correlation of work load and work culture factor is shown in table 4.5 where F1-feel comfortable with work load, F13- Talent based assignments, F14- Flexible work structure ,F15- Good work environment ,F16- Even distribution of workload ,F17- Good communication within the organization ,F18- Proper training before allocation of any work. Good work environment and comfortable with work load has a strong positive correlation of 0.976. Flexible work structure and comfortable with work load are having the least positive correlation of 0.342 compared to other factors. It can be observed that talent based assignments and even distribution of workload is having a high positive correlation 0.979. It clearly indicates the assignment of works to the employee and the work load distribution of the organization is clearly correlated.

Table 4.5 Correlation matrix of feel comfortable with work load and work culture factors

Correlations								
		F1	F13	F14	F15	F16	F17	F18
F1	Pearson Correlation	1	.891*	.342	.976**	.910*	.674	.433
	Sig. (2-tailed)		.042	.573	.005	.032	.212	.466
	N	5	5	5	5	5	5	5
F13	Pearson Correlation	.891*	1	.670	.800	.979**	.892*	.656
	Sig. (2-tailed)	.042		.216	.104	.004	.042	.229
	N	5	5	5	5	5	5	5
F14	Pearson Correlation	.342	.670	1	.259	.522	.924*	.925*
	Sig. (2-tailed)	.573	.216		.674	.367	.025	.024
	N	5	5	5	5	5	5	5
F15	Pearson Correlation	.976**	.800	.259	1	.809	.597	.427
	Sig. (2-tailed)	.005	.104	.674		.098	.288	.473
	N	5	5	5	5	5	5	5
F16	Pearson Correlation	.910*	.979**	.522	.809	1	.785	.494
	Sig. (2-tailed)	.032	.004	.367	.098		.116	.397
	N	5	5	5	5	5	5	5
F17	Pearson Correlation	.674	.892*	.924*	.597	.785	1	.900*
	Sig. (2-tailed)	.212	.042	.025	.288	.116		.037
	N	5	5	5	5	5	5	5
F18	Pearson Correlation	.433	.656	.925*	.427	.494	.900*	1
	Sig. (2-tailed)	.466	.229	.024	.473	.397	.037	
	N	5	5	5	5	5	5	5
*. Correlation is significant at the 0.05 level (2-tailed).								
**. Correlation is significant at the 0.01 level (2-tailed).								

4.4 CHI-SQUARE ANALYSIS

Hypotheses were formulated keeping the content and coverage of the framed objectives. The formulated hypotheses are tested by employing appropriate statistical tools.

H0 There is no association between Age and Feel Comfortable with the workload of employees. H1 There is association between Age and Feel Comfortable with the workload of employees.

Table 4.6 Cross tabulation between feel comfortable with workload and age

Particulars		Age					Total
		20- <30	30 - <40	40 - <50	50 - <60	60 and above	
Feel Comfortable with the work load	Strongly disagree	0	0	0	0	0	0
	Disagree	4	0	0	1	0	5
	Neutral	9	7	2	0	0	18
	Agree	12	7	3	1	0	23
	Strongly agree	4	0	0	0	0	4
Total		29	14	5	2	0	50

Table 4.7 Chi- square tests

Chi-Square Tests			
	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	20.000 ^a	16	0.220
Likelihood Ratio	16.094	16	0.446
Linear-by-Linear Association	1.235	1	0.266
N of Valid Cases	5		
a. 25 cells (100.0%) have expected count less than 5. The minimum expected count is .20.			

The level of significance is 0.220, since the calculated value is greater than the tabulated value, the Null Hypothesis (H₀) is rejected and the Alternative Hypothesis (H₁) is accepted. Hence, it has been inferred that there is an association between Age and Feel Comfortable with the workload of employees.

5 CONCLUSIONS

Given the growing needs for organizations to retain its best employees in the face of competition, the findings of the study suggest that certain variables are crucial in influencing the employees' decision to either leave or remain in an organization. Such variables include training and Development, recognition/reward for good performance, a competitive salary package and job security. Nonetheless, the importance of other variables should not be Under-estimated when formulating a retention policy. From the research analysis it is noticed that employees gave more priority to good salary package and good work environment. It indicates that the salary offered by the construction organizations is not satisfactory. Least priority was given to provision of recreation in the organization. This indicates employee convergence towards salary and divergence towards other benefits provided by their respective organizations. Employees gave more priority to work related parameters like provision of flexible work structure at the organization, good work environment, etc. over personal parameters. It is observed that most of the employees responded are young with an experience not exceeding ten years. Based on the study the following suggestions are made the employees are not satisfied with recognition and performance appraisal provided by the organization. So, they should give some importance towards it. Age and designation play important role in the turnover issue. Aged persons prefer to stay in the same company, and the highly designated person decides to stay if niche benefits are offered by the company.

Therefore, it can be suggested that

- The employees should get an environment wherein they need the freedom to work, speak and act.
- The company policies should be crystal clear.
- There should be proper guidance by HR department on job progression and training.
- Attractive Salary and after service benefits should be determined along with better service compensation.
- Last but not the least, the management should act wisely in handling the workers employed below them

REFERENCES

- [1]. Bader Ali Suba'a Al-Sadi, M. Firdouse Rahman Khan.(2018).” Examining turnover issue in the construction companies of oman: employees’ perspective”. Humanities & Social Science Reviews.
- [2]. Bidisha Lahkar Das, Dr. Mukulesh Baruah.(2013).” Employee Retention: A Review of Literature”. IOSR Journal of Business and Management, ISSN: 2319-7668. Volume 14, Issue 2
- [3]. Dr. K. Balaji Mathimaran, Dr. A. Ananda Kumar.(2017).” Employee Retention Strategies – An Empirical Research”. Global Journal of Management and Business Research: E Marketing, Volume 17,Issue 1,2249-4588.
- [4]. Lala Rukha, MuhammadAbbas Choudharya, SaddamAkberAbbasib,(2015).” Analysis of factors affecting employee satisfaction: A case study from Pakistan”. DOI 10.3233/WOR-152039.
- [5]. Manikanth Kanapur, Vinod Kumar Deeravath.(2017) .”A Study on Retention Analysis of Employees Working in Indian Construction Industry”. International Journal for Research in Applied Science & Engineering Technology (IJRASET),Volume 5 Issue VIII,2321-9653.
- [6]. Morena William Nkomo, Wellington Didibhuku Thwala.(2016).” Mentoring on Retention of Employees in the Construction Sector: A Literature Review “.Creative Construction Conference.



- [7]. Munish , Rachna Agarwal.(2017).” Employee engagement & retention: a review of literature”. International Journal of BRIC Business Research (IJBBR) Volume 6, DOI:10.14810/.2017.6101.
- [8]. Muppuri. Nagabhaskar.(2014).” Motivational factors of employee retention and engagement in organizations”. International Journal of Development Research, Vol. 4, Issue, 2, pp. 221-224.
- [9]. Shaheeb Abdul Azeez.(2017).” Human Resource Management Practices and Employee Retention: A Review of Literature”.Journal of Economics, Management and Trade, Article no.JEMT.32997 ISSN: 2278-098X.
- [10]. Sherif S. Afifl .(1991).”Factors affecting professional employee retention “. ASCE Journal of Management in Engineering, Vol. 7, No. 2.